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# **Correlation between Marketing Communication Tools and Business Performance Variables**

Charles River Discovery Services Finland Case Study

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<p>Abstract</p> <p>Companies use marketing communication tools to communicate with the target audience. It is extremely important to use proper tools to improve the performance. In order to understand the effectiveness of certain marketing communication tool, it is useful to investigate the relationship between it and business performance variables.</p> <p>The case company has distinguished personal selling activities and participation in exhibitions as the most strategically important tools for company's performance. The number of orders per month and the number of new clients were chosen as the core determinants for business performance in 2015. Thus this study is focused on analyzing the correlation between chosen marketing communication activities and business performance variables in 2015. Both quantitative and qualitative methods were used to implement the research.</p> <p>The outcomes of research showed that the strongest correlation occurred between both of the chosen marketing communication activities and the monthly order numbers whereas the number of new clients was not affected by either of activities. It was also discovered that face-to-face meetings and participation in exhibitions were closely related to each other, and sometimes were used together. Moreover, they brought greatest results, when implemented together.</p> <p>These findings can be used by the case company to evaluate the impact of chosen marketing communication activities on company's performance. In addition, this study can be used by further researchers to improve the investigation, taking into account the limitations and recommendations provided in this paper.</p>			
<p>Keywords</p> <p>Marketing communication mix, business performance, correlation</p>			

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## 1 INTRODUCTION

Company may have the significant products and terrific ideas, generated by talented team, but it will not bring any results if company does not build strong relationships with target market. Marketing Communications (MC) can be described as an art of persuading customers to prefer particular product from all range of products offered in the market, and to stay loyal over the years. For that reason, MC is gaining more and more importance within many companies as a mean of building the relationships with target audience (Hill 2016). However, MC requires many resources to be implemented. Therefore, it is incredibly important for companies to evaluate their MC from the strategic point of view. One of the main steps to do it is to study the effectiveness of MC mix - the set of tools used to communicate with audience.

This paper is devoted to the analysis of correlation between MC tools and business performance variables for certain time period in the case company. Because of the limited scope of the study, author did not analyze every MC tool used in the case company. Based on the company's preferences, numbers of face-to-face meetings, standing for personal selling activities, and participation in the exhibitions were chosen as a main focus. For the business performance variables, number of orders and number of new clients were used as determinates. Also author focused on the monthly results of year 2015, as the year which could give the most recent results.

A starting point for the project was the author's observation that case company puts pretty big investments and lots of efforts to the MC. Author was doing the internship in company, as a marketing assistant, and was quite close to the marketing activities happening there. The questions raised in the mind were "Does it all bring the results?" and "How does it help company's performance?"

It is supposed that the analysis of correlation between MC tools and business performance variables can help company to estimate the actual importance of used MC activities. As personal selling and participation in exhibitions were chosen as determinates, company can see if these activities give any affect of such performance variables, as monthly number of orders and monthly amount of new clients. In case these activates do not influence chosen performance variables, other MC tools should be used in order to boost numbers of order and new clients.

The main goal of the research is to determine the correlation between numbers of certain MC activates and results of business performance variables. In other words, to

understand which of chosen business performance variables were strongly affected by number of MC activities and which were not significantly affected during the year 2015.

Based on the set goal, following study objectives were determined:

- 1) Investigate the B2B MC mix tools to understand what impact each of them has on business performance.
- 2) Gather the research data from company's representatives.
- 3) Interview company's representative about the chosen MC activities.
- 4) Conduct the research with the help of Pearson correlation.
- 5) Make the conclusions about the correlation between chosen MC tools and business performance variables.
- 6) Draw up the final conclusion about the effect of chosen MC tools to certain business performance variables, based on correlation results and interview.

## 2 BUSINESS-TO-BUSINESS MARKETING COMMUNICATION

This chapter describes the main features of business-to-business marketing communication (B2B MC). Author focuses on the characteristics of B2B MC, the communication model, and communication development program. To begin with, it is important to understand what B2B market stands for. B2B market involves "organizations that buy goods and services for use in the production of other products and services that are sold, rented or supplied to others" (Kotler & Armstrong 2001). So, B2B MC is targeted to selling the product/service to another company.

Pelsmacker, Geuens & Bergh (2010, 9) have summaries the most important characteristics of B2B communications. Firstly, they state that B2B MC is usually face-to-face, meaning that personal communication tools work in the most effective way. Besides, business communication is quite individualized, what stands for the direct communication with client company's representatives. Interactivity is another feature of effective B2B communication: company gives an opportunity for the customer to respond and easily give a feedback. Also authors believe that B2B communication is "tailor-made". It means that company should be able to fulfill customer's specific needs and meet the requirements for specific approaches. Furthermore, there is a high-involvement in the purchase decision-making, because B2B products/services are usually expensive and very specific from the technical point of view. Company should always take that into account during the communication process. Finally, B2B communication is really rational: emotions plays less important role than informative direct communication.

The communication process in B2B context is clearly presented in conduit model of communication.

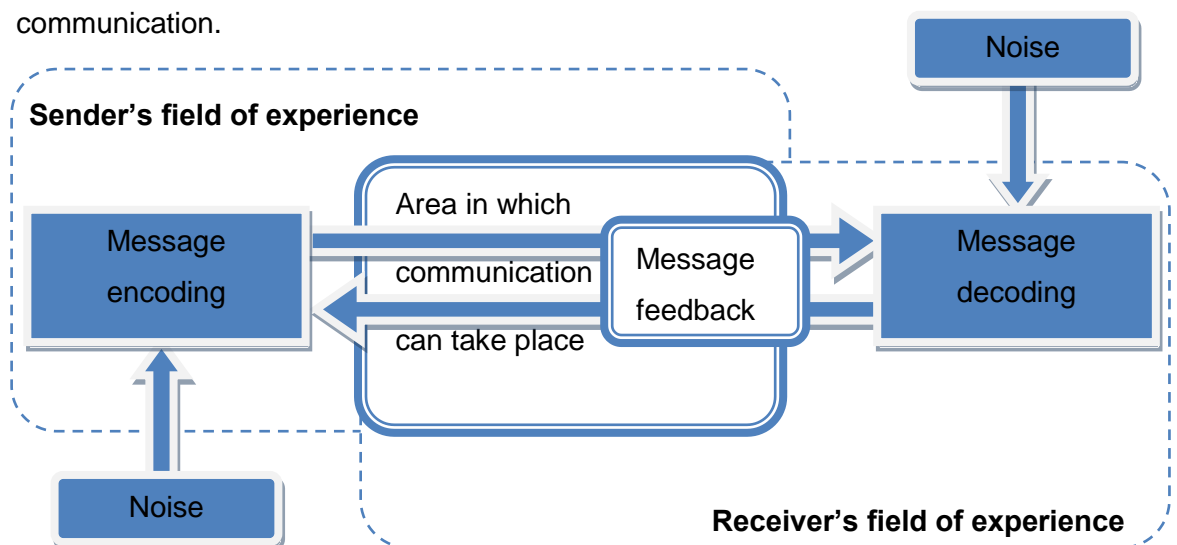


FIGURE 1. Conduit model of communication (Zimmerman & Blythe 2013, 295).

According to the figure, first of all, sender (company) encodes the message he wants to send. Company should know the receiver (target group) well, in order to encode message the in a way that receiver understands it properly. It becomes more complicated, when company operates in the international level. Then encoding involves language differences, cultural background, different values, and so on. Moreover, there is a “noise”, which interrupts sender from encoding the message and creates deflections. When message is encoded, sender chooses the best channel to forward it: it could be radio, magazine, newsletter, etc. After that receiver gets the message and decode it in his own way. There is interference from external environments, which could impede the process of decoding. For instance, receiver heard a bad feedback about the sender from friend. In most cases, even though there is a good marketing message sent by right communication channel, the perception of receiver will be negative (Zimmerman & Blythe 2013, 295).

Zimmerman & Blythe (2013, 295) also mentions that there is an important concept in the B2B communication process called "pool of meaning" between company and customer. When sending a marketing message, company always puts information to the pool. The message is always mixed with other information, which is already there. In other words, every message is affected by the experience of previous communication. When receiver takes information out of the pool, he perceives it bases on the former communication. For that reason, sometimes the meaning of primarily message can be distorted. It especially applies when new sort of information need to be delivered, if the message is significantly different than already existing data, it would be difficult to deliver it in a proper way. Companies should always remember this concept, when developing a new marketing message for the customers.

All in all, B2B MC required in-depth understanding of the field of industry and the right tools and channels to reach the target market. The nature of B2B product/services, the complicated decision-making process, the large size of the market (usually geographically spread as well), and relatively low number of potential customers - all of these factors make B2B communications not the easiest thing to work with. However, when company knows how to introduce its product in a favorable way, understands its target market, and realizes which mean of communication works in the most effective way, then there is nothing but the detailed planning and careful implementation needed for the great MC in the company (Fill 2009, 863).



### 3 BUSINESS-TO-BUSINESS MARKETING COMMUNICATION MIX

Choosing the right MC mix is a really important step towards effective communication with prospects and customers. Smith (2016) defines MC mix as a “combination of tools which help company reach out to the customer base, raising awareness and driving sustained purchases of your product or service offerings.” Sometimes MC mix is also called promotional mix, and is described as a heart of MC strategy, because everything else is build up around this mix (Sales and Marketing for "YOU" 2015).

According to Zimmerman & Blythe (2013, 303-304), there is number of factors, determining the set of tools (MC mix) for the company. The first influencing factor is the nature of product/service. Some products can be easily described in newspaper or be shown in printed media, while others are more complicated and need to be demonstrated on exhibitions or during face-to-face meeting. Second factor is the target audience. It is important to mention that target audience is not the same as target market: target market consists of the potential customers who could make a purchase, while target audience is both potential customers and people, involved into decision-making process. Sending marketing messages to target audience, raises the opportunity to attract more clients. Furthermore, company should evaluate the budget it can spend on MC and find the available channels in the market. Sometimes government regulations affect the choice of communication mix as well. Depending on country, there are certain prohibitions on the promotion. For instance, retailers were not allowed to advertise on French TV until 2007. Company should be aware of the regulations in the market of operations, so there are no offences against the law.

This chapter reveals the main tools, used as a part of MC mix by tB2B companies. Each of the tools has its own features and unique impact on company's performance. Therefore, it is highly important for the author to study them for the following research and conclusions about the correlation between MC tools and business performance variables.

#### 3.1 Personal Selling

Personal selling is considered as one of the most effective elements of MC mix for B2B companies. It overcame a huge evolution: it appeared as an “aggressive” selling approach with quite bad reputation among customers, but eventually turned into client-oriented communication. Personal selling aims to build long-term sustainable relationships with customers, by solving their problems, suggesting specific solutions and adding value to the business. Besides, personal selling is a great opportunity to

know the target audience, to learn their needs and investigate the market. Therefore, personal selling is frequently used by B2B businesses all over the world (Pelsmacker, Geuens & Bergh 2010, 529).

Personal selling can be defined as "delivery of a specially designed message to a prospect by a seller, usually in the form of face-to-face communication, personal correspondence, or a personal telephone conversation." In the personal selling the message is quite tailored and personalized, based on the prospect's needs and requirements, what definitely makes it really effective (AllBusiness 2016). The employees, taking care of personal selling are called salesforce, sales representatives (sales rep) or salespersons (Cambridge University Press 2016).

### 3.1.1 Objectives and Advantages & Disadvantages of Personal Selling

Blake (2016) states that the main goal of personal selling is making sales, however she differentiates 4 smaller objectives to achieve this goal. First one is prospecting, standing for searching the potential clients, who are able to make the purchase. In order to do that sales rep does a prospects and market analysis, makes the calls, and use consultants, if needed. Second objective is to build the awareness among prospects. In other words, salesperson notifies potential customers about company's presence in the market. It is highly important to show the professionalism in the industry, proving that company is the best to meet prospect's specific requirements. The third objective is selling. Beforehand sale rep should try to forecast customer's future needs and offer the effective solutions. The last, but not the least objective of personal selling is building the long-term relationships. Attentive follow-up, effective solutions, and meeting customer's expectations are the factors affecting the trustful relationship. Also the personal image if salesperson is really important, because in client's eyes, sales person is company. So, the way sales rep acts, speaks, dresses affects the relationship with company as well.

As any MC approach, personal selling has both advantages and disadvantages. However, according to Pelsmacker, Geuens & Bergh (2010, 531-532) pros overweight cons in this case. We should admit that in many cases people refuse and try to avoid the advertising, such as printed leaflets, annoying e-commercials and direct mails. Sales reps have more opportunities to break the ice, attract potential customer, and deliver memorable information. So, the impact personal selling has is one of the major advantages. Through the direct communication, sales person knows the readiness of customer to get the information, so he can deliver more tailored message. It means that

he can provide the details, demonstrate the product/service, and negotiate the price at the best suitable stage of communication.

Furthermore, personal selling gives a great opportunity for two-way communication. Sales rep gets an immediate feedback, and can adjust the message according to customer's reaction and current needs. In that sense, there is no that much flexible MC tool, than personal selling. The interactivity and flexible nature of personal selling also contributes to the easier relationships building with customer. Finally, personal selling is a great option for communication with difficult-to-reach customers. Sometimes it is quite hard to find the media, which can reach all of the target groups. Personal selling is a reliable way to do that (KnowThis LLC 2016).

On the other hand, personal selling is quite expensive MC tools. Regardless salesforce's salaries expenses, if company operates internationally, there are quite big travel or hosting expenses. It affects the frequency of face-to-face meetings, because not all companies can afford lots of business trips. Besides, it is really difficult to find the right salesperson. Use of personal selling means that company absolutely relies on sales rep and trusts him enough to represent the company and communicate with clients. Thus, it is extremely important to find and train the candidate, who will fully meet company's requirements (Sharma 2016).

### 3.1.2 Personal Selling Process

There is no doubt that each personal selling case is unique, because of specific industry, product/service nature, customer's needs, but it is still possible to describe the personal selling process in eight general stages. This chapter describes the main stages of personal selling process.

The first stage is prospecting and qualifying. In this stage salesperson is looking for the companies, which can be defined as prospects. The result of this stage is prospects list. Sometimes sales rep is calling to companies and gathers information: he needs to find out whether company is interested in the particular service, and whether they are able to make a purchase in future. In some cases, prospects are contacting with salespersons themselves, it happens pretty often in B2B. In that case salesperson does not have to make calls to identify prospects. Identifying leads is extremely important for company before the selling process starts, because it prevents from spending useless efforts on clients, who for example cannot afford the purchase because of the financial circumstances. In other words sales reps should find customers, who need the product,

who has rights to purchase the product, and who has enough financial means to make a purchase (Richmond 2010, 320-330).

The second stage is to define the sales approach, which will be used with the particular prospect. There is no doubt that different clients require different approaches, especially when selling occurs in the international level. There are 5 typical approaches, which are based on the client's representative type. First one is to deal with "ego" people. It should be applied when it is important for client to feel important and to know that service is highly tailored for his needs. Second approach is targeted to "experts". There are clients who believe they are the experts in the field. In this case salespeople should not deny this fact. Also there are "good Samaritans", who are usually opened for communication, but they do not like the feeling of something being sold to them. So, the communication should be not pushy at all. The forth approach is aimed to "skeptics", who usually require a lot of numbers, figures and testimonials before the loser communication starts. The last type, the most favorable for companies, is "explorers". Explorers love to learn new things and are really opened for listening. So, salespeople should tell them more about the possible opportunities and advantages they can get (Contemporary Analysis 2016).

When the proper approach is found, it is time to prepare the product/service presentation. This stage makes customer more familiar with product features and allows company to know more about customer's requirements. One of the most important things sales person should take care of is that presentation should be really well-organized. It is important to cover all important issues during presentation, and point out the key moment at the right time. In addition, it is useful to share the presentation agenda with audience, so people know what to expect from our speech. Furthermore, it is highly important in B2B context to make product/service presentation tailored according to potential client's specific needs. Presenter should think about the level of formality, the extent of valuable information, appropriate visual aids, and so on. Illustrations and other visual materials always make presentation more clear and inspiring for the audience. Finally, it is useful for sales rep to practice before the presentation. It will guarantee that your speech will be smooth and confident (Richmond 2010, 405-408).

The next stage is focused on finding the right approach to getting access and establishing relationships. In this stage sales rep makes an appointment to meet the prospect. In order to do it, sales persons can make a call or write a letter, suggesting the face-to-face meeting, and enclosing the addition information about the deal. As soon as

the appointment was successfully set, and sales rep enters client's site, establishing rapport phase starts. First impression is significantly important to attract the client. Everything matters: appropriate dress code, showing the respect and awareness about prospect's business, body language, especially when it happens abroad, business cards exchange, etc. During the face-to-face salesperson should carefully study the expectations and needs customer has, and understand the most important for client values. The best way to understand it is the attentive listening and non-irritating questions (Pelsmacker, Geuens & Bergh 2010, 532-536).

Usually during the face-to-face meetings salesperson faces with the objections. It is great when there are no objections from the customer side, but still sales rep should think of the tactics to use in advance, if any objection rises during the negotiation. The first technique is to repeat the objection. It is applicable when clients expresses vague objection, so sales person can clear the situation up and understand if the objection is reasonable. Next approach is to agree and counter. In other words this technique is about "yes, but..." answer: sales rep should agree with possible objection, but tell the argument to bring prospect over. Also sales person can use an approach of boomerang. It means that he should agree with prospect's objection, but turn it into reason to make a purchase. However, it requires mother wit and sort of dexterity from sales rep. Furthermore, sales person can use persuade prospect, that he has "feel, felt, found" effect. It is suitable when client does not feel that he is making the right decision. Then sales rep can tell that everyone feels the same way, but admits that decision was right afterwards. There is one more technique called denial. This approach is the most aggressive of all another mentioned. It includes contradicting to the client, persuading him that his opinion is not correct. In this case, sales rep should be sure that he is able to offer undeniable proofs (Pelsmacker, Geuens and Bergh 2010, 532-536).

Further stage of personal selling process is closing the deal. Sometimes this stage is considered as a natural one and not difficult. However, salesforce convinces this stage is quite challenging, as it requires lots of attention to indentify the "closing moment". Sometimes it could be recognized by prospect's nodding or special comment, for example about the delivery and payment terms. Anyway, closing the sale is always different depending on the situation. There are certain techniques for sales person to make the closing moment smoother. First one is called "assumed closed", and happens when sales rep assumes that prospect agrees to make the deal for sure. Then sales rep starts discussing the ordering details and sometimes suggests making a purchase or order immediately. Relatively similar technique is "either-or-close". In this case sales person believes that prospect made a decision as well, but some details still need to be

cleared up. So, salesperson asks more questions about closing. Next technique “social validation” applies, when salesperson is not sure about the purchase decision yet and wants to persuade client. Thus he mentions the example of other satisfied partner, telling that he is really happy about the purchase. Another technique called “norm of reciprocity” can be used when there were already favorable relationships between company and client in the past, then prospect feels that he is obliged to make a purchase. Next technique emanates from “norm of reciprocity”; it is called “if-then”. “If-then” appeals when sales person persuades prospect to buy, if company offers some additional service of additional value. The last approach called “impending event technique” is based on scarcity principle of persuasion. It is used when sales person knows there is an upcoming event, which could make prospect thinking that purchase is not favorable. So, sales rep motivates prospect to make a purchase explaining how scarce the product is. Client can be convinced by high demand and low supply or by so called “theory of psychological reactance”, when customers make scarce products more valuable in their minds (Pelsmacker, Geuens & Bergh 2010, 532-536).

Even though closing seems to be the last step in the personal selling process, it is not. The last long-lasting stage is follow-up and account management. In case the deal was not closed, follow-up is the chance to convince the prospect to use company's products/services, informing him about the benefits, upcoming promotions, innovation, etc. If the deal was closed, follow up is even meaningful important to show the careful approach company use for their clients. It is important to make sure that client is satisfied with the provided service, and that everything goes smoothly (Jerpi 2016).

### 3.2 Exhibitions and Trade Fairs

The Global Association of the Exhibition Industry (2016) defines trade fair as a "market events where a large number of companies come and present their main product range of one or more industry sectors". Bertheron (1996) defines it as idea of suppliers of particular sector meeting together to suggest their products to customers, so customers can compare and make orders. It is commonly used to apply term exhibition as well as of trade fair. DifferenceBetween (2016) states that exhibition is a general term, which is more suitable for art and museum events, while trade fair is more applicable for the cases, when certain product or services are exhibited for a business purpose. However, the difference is quite slight, so many authors use both terms as synonyms. For that reason, the both terms are used in this chapter, depending on the literature used. So, it is important to mention that they are stands for the same thing.

Exhibitions are believed to be one of the most important MC tools in the B2B markets, because they give a great opportunity for the face-to-face communication, and to meet different types of people, important for the business. Potential and existing customers, competitors, and suppliers are visiting trade fairs, because of their own interest and desire. Trade fair gives a great opportunity to both describe and demonstrate the products to the interested audience. It makes the product presentation much more convincing. The attention of press is a factor making an exhibition the favorable event for B2B company: it is always good to create sort of media "buzz" around company's activities (The Marketing Donut 2016).

### 3.2.1 Types and Advantages & Disadvantages of Exhibitions and Trade Fairs

As, it was mentioned earlier, exhibition is a broad term. Pelsmacker, Geuens & Bergh (2010, 501-502) use term exhibition to describe the event to demonstrate product and services. Authors mention term trade fair as one of the types of exhibitions. They divide exhibitions into the public fairs and trade fairs. Public fair consists of two types: general interest and special interest fairs. General interest fair aims to attract as many visitors, as possible, and offers a wide range of different products. As an example, authors mention exhibition *Vive La France*, which was held in January 2002. It consisted of the various products and services, deal with France, for example, French wines and bread, guides and maps, and so on. More than 350 exhibitors participated in this event, and more than 38 000 visitors attended. Special interest fair strives to attract visitors from certain part of general public, having same interests or needed. Their goal is to inform people about certain products/services, instead of persuading them to make a purchase. Authors give us an example of *Adventure Affair*, devoted different kinds of active leisure.

Trade fairs are aimed to exhibitors operating in the certain industrial area. Based on the type of visitors and exhibitors, there are 2 kinds of trade fairs. First one is the horizontal trade fair. In the horizontal fair exhibitors have an opportunity to meet professional target groups, such as distributors and agents from different industries. Company producing different kinds of chemicals can be used as example: if they are attending horizontal trade fair, they could meet sales agents from food, cleaning or beauty industries. Second kind of trade fairs is the vertical trade fair, where goods and services are exhibited to the group of a certain industry filed. For instance, if company operates in the construction area, building materials distributors, window and door producers, etc can participate in the fair. Next type of trade fairs is the conference-bound exhibition. This event is connected to the certain conference or symposium. In this case target group is the conference's attendees. It is easier for companies to reach the target group, when

exhibition takes place along with conference. Also it is more favorable for conference organizers from the financial point of view. And the last kind of trade fairs is trade mart. Trade mart is a hybrid type, combining both exhibition and display. During the event, exhibitors rent a stand and try to sell the products, demonstrating the samples on display (Pelsmacker, Geuens & Bergh 2010, 502-503).

Before taking part in the trade fair, company should carefully analyze the main advantages and disadvantages of using this MC instrument. One of the main advantages of exhibition is the opportunity to make new connections. Face-to-face meeting is always a good start for solid relationships. Also company has a chance not only to meet prospects and existing clients, but to see their competitors in action as well. This form of observation can significantly help in developing the competitive edge strategy. Furthermore, trade fair is one of the best way to introduce new product line or service, by demonstrating and explaining the features, and even giving samples to try if needed. Finally, exhibition is a great tool to build brand image and raise brand awareness. Company are free to use their creativity and express the brand's personality by nice booth and gifts for visitors to stand out of crowd and leave memorable impression (Thanos 2016).

However, there are certain limitations of trade fairs, which should be taken into account. According to Fill (2009, 690), one of the main disadvantages of exhibition is the great amount of time it requires to plan and implement. Indeed, ideal performance needs time to be carefully planned, discussed and prepared, so it would need hours or month or work. Time is not the only recourse required, exhibitions could be really costly sometimes. Costs include not only stand rent and samples expenses, but the salesforce salaries, expenses on the trip, if exhibition takes place in abroad or in other city, and so on. One more drawback of exhibition is misleading visitors. Sometimes it is quite difficult for sales people to sort out people really related to industry and people interested in company, as there is a vast number of attendees, and some of them could never be the prospects. It leads to the waste of sales rep's time. Finally, the large number of exhibitors can cause the overwhelming information in a limited time period, so it is sometimes difficult to deliver the message to the visitors.

### 3.2.2 Objectives of Exhibitions and Trade Fairs

Before planning the trade fair participation, company should clearly define the main marketing goals it wants to achieve. The more specific objectives are, the better it



influences planning process. This chapter describes some of the objectives, which could encourage company to participate in the exhibition.

The first possible objective is building the relationships. As it was mentioned earlier, trade fair is a great place to meet key people in the industry. For that reasons, exhibitions should try to have conversation with as many attendees as possible. However, it is important to differentiate the key visitors from useless contacts not to waste the time. Ingram and Laforge's study (1989) tells that 82% of companies would never meet their prospects, if there have not been making first contacts with them in the exhibitions. Also, communication with the visitors is a god chance to test your product and get an immediate feedback. That's my exhibitions should always ask visitors what they think about the brand or product: this face-to-face interview could bring lots of ideas and notes. Testing is also favorable for visitors, who can try the samples or get a explanation about the service for free (The Marketing Donut 2016).

Blythe and Zimmerman's table summarizes the "Importance of trade show aims" (2005, 277-279), based on the interview of certain companies. It shows that enhancing corporate image is the most important objective of trade fair. Probably, there is no another marketing communication tool, which can make first contacts and deals with target market that much fast and efficient, as trade fair. Taking part in foreign exhibitions helps to build brand awareness on international level as well. Moreover, authors' research show that companies find trade fairs as a great way to introduce new product., because most part of visitors comes to exhibition in order to see and test new products and get information about new services and developments.

Although Fill (2009, 698) states that selling is not the prior major reason to take part in the exhibitions, because meeting key people the most influencing factor, he does not reject the fact that exhibition can be a good place to sell the products. Some companies make their biggest sales during the year in trade fairs, it especially applies for vehicles and clothing. If company does not target to sell yet, it could try to generate leads, which will lead to purchase later. Association of the German Trade Fair Industry (2014) also mentions meeting the competitors as one of the communication objectives. Company can easily get any information about competitors' products/service, know prices, offers and compare it with its own. This process can be also characterized as experience exchange.

### 3.2.3 Planning the Exhibitions and Trade Fairs

One of the keys to great performance in the exhibition is the detailed planning stage. Preparations should be started months before the event. This chapter describes the main stages of planning the participation in exhibition/trade fair.

Pelsmacker, Geuens & Bergh (2010, 511-513) believe that the first stage is the analysis of trade fair, based on company's marketing communication objectives: which exhibition can help company to meet their communication goals in the most effective way. In order to select the trade fair from the plenty of events, company analyses the average amount of visitors and their profiles, the estimated expenses and the exhibition program, which should present company's products/service in an appropriate way. Also reputation and fame of exhibition is an important factor, as it influences the audience. It is great if company already has the experience with the organizer, so the choice will be much easier. One more selection reason is the presence of competitors. Sometimes company's absence on the event can be used by competitors and send negative message from the image perspective. So, if there is a chance, it is highly important to know which exhibition the main competitors attend. Finally, it is great if exhibition has any supportive activities, like conference, workshops, meetings, etc. It makes any exhibition more attractive to take part in.

When the event is chosen, it is a time to define participation objectives clearly. The most frequent objectives were described in the previous chapter. Then it is really useful for company to define "the measurement of success". Each objective should have its own measurement. For instance, if company spread the brochures with product/service description, they can set 100 pieces as a great result to be spread. Such measurements will help company to evaluate the effectiveness of event, and to understand whether the expenses paid off or not (Rose 2005).

The next stage of planning is devoted to preparing the inventory. In this phase company should think about stand design, choosing the attending employees, preparing handouts/brochures, etc. Stand design is really important for good performance in the exhibition. It should fully illustrate the main message and help company to achieve set objectives. For example, if company's main goal is to find new distributors in the event, they should not lots of attention to demonstrating product samples. It would be more important to impress attendees by confidentiality and smart design. If selling was chosen as a core objective of participation, then the small details of design are really important. Potential client should definitely remember company's name and logo. Handouts are the supporting materials for audience to remember the exhibitor. That's why handouts should be developed carefully, so all of the important points are covered clearly.

Choosing stand staff is another important issue, which should be taken into account. It should be people, who have the deep knowledge about presented product/service, who has good communication skills, and who is highly motivate to promote the company. It is always good to implement training for stand staff to make sure that everything will go smoothly (ITECA-Ala-Too 2016).

When the preparation phase is realized, company starts implementation phase. This stage involves taking care of flights, hotels and catering for employees; signing contracts and preparing assurances; transportation and stand building; and other integral things to make exhibition happen. Finally, it is really useful to implement the evaluation of expenses and profit, and to thing about strengths and weaknesses of the event (Pelsmacker, Geuens & Bergh 2010, 511-513).

### 3.3 Public Relations

According to IPR 2012 "Public relations (PR) is the way organizations, companies and individuals communicate with the public and media". Public Relations Educational Trust (1994) gives a broader definition stating that PR is "the art and social science of analyzing trends, predicting their consequences, counseling organizations' leadership and implementing planned programmers of action which will serve both the organization's and the public interest".

Public relations supposed to be one of the main instruments to build a good company's reputation, to make company visible for the publics, and to be understood properly by key stakeholders. It is chance for companies to express their policies and interests to create goodwill in the publics' mind. It is quite important to understand what publics and stakeholders mean. Term publics is used to describe the organizations and groups, with whom company interacts. Usually publics is a secondary target group, meaning that company is not targeted to sell to them, but finds their opinion about company important and influential. Stakeholders refer to "the field of strategic management", and used to reveal the strategic importance of PR in company's MC mix (Fill 2009, 565-567).

#### 3.3.1 Trends and Advantages & Disadvantages of Public Relations

PR is believed to be really important MC tool nowadays, thus big companies find it useful even have a PR department. In order to stay on the top of game, company should take into account the latest trends happening in this area. Firstly, the traditional way of press releases becomes more and more outbound. Rather than spending time on creating content and asking journalists to highlight it, it is better to put more attention on

social media presence, building right relationships with opinion leaders, and pulling journalists to your message, so they will want to spread it themselves. Secondly, PR is quite developed and used by lots of companies nowadays, so it is really difficult to stand out of crowd. It is difficult to make publics impressed by something, so there is one decision - qualified content. Thus, the mix of good content and right channels is the key to the successful PR campaign. (Hall 2016).

Furthermore, PR is moving towards visual content, especially when it goes to online PR. Surveys show that people are much more attracted by video, than by article. Companies should definitely take it into account, when speaking to the targeted publics. Also, as digital becomes more important every year, online PR can be used as an effective way to reach the audience. Social media is one of the best channels to publish the information, for example information about recent newsletters and online webinars can be announced in one of the social media channels (Publiseek 2016).

As sometimes PR requires pretty much time and efforts to be implemented, it is really important for companies to analyze the advantages and disadvantages this MC tool has. One of the main advantages of PR is the creditability PR created in publics' mind. Nowadays people become more and more conscious about the companies, and many of them do not rely on traditional advertising. So, PR is a great mean of communication to build trustful relationships with the stakeholders. Secondly, PR channels reach quite large number of people, therefore it is easy to communication with the target publics. Thirdly, comparing to other MC tools, PR is quite cheap form to reach MC objectives. Finally, PR is a great tool to create a good brand image for a long-lasting period. Because of the media used, PR message is sent out with the future perspective. So, if company managed to create a positive image via media once, it will significantly help to sustain this image (Bitesize PR 2016).

From the other hand, there is a really low control over the message in PR, because in many cases message does not depend on company. It relates to press releases, some forms of publications in the magazines, radio announcements, and so on. Secondly, it is quite difficult to measure the effectiveness of PR activities. So, companies cannot be really sure if it worthy to use PR or not. Finally, frequent PR actives require newsworthy stories from the company to be told to the publics. If there is a lack of news in the company, it leads to the "story-writing", and can lead to unreliable relationships with stakeholders (Brookins 2016).

### 3.3.2 Types and Objectives of PR

This chapter describes the main types of PR and their objectives. Pelsmacker, Geuens & Bergh (2010, 344-350) differentiate corporate and marketing PR. Corporate PR is taking care mainly of creating company's goodwill for the public, to build sustainable relationships with stakeholders in the long run. While marketing PR is usually short run oriented, and focuses on the direct and indirect profitability. Thus marketing PR strategy is based on communication with commercial stakeholders, like prospects, competitors, distributors, etc. Although there are different approaches for these types, they bring greater results working together, complementing each other.

As marketing PR is focused on profitability, the main objectives of this type are selling products and support brand. For instance, it is commonly used by companies to invite journalists to the event in order to highlight new products, hot news and other meaningful activities. Car brands can invite journalists to the new car test-drive to get a press release about new car, restaurants are warmly welcoming press to encourage them to write positive feedback or article, shops invite audience to the anniversaries, like 10th store opened, and so on. All of these activities keep customers informed via stakeholders, so it indirectly boosts the sales. There is number of instruments to implement marketing PR. First of all, company can use newsletters, sent out to retailers, wholesalers, suppliers, etc. This is a great way to combine personal selling and sales promotion. Another effective type of marketing PR is product or brand placement in different types of media, for example on TV shows and movies. Some people relate sponsorship to the kinds of marketing PR, stating that sponsorship is not the independent MC tool, but the part of PR campaign. Corporate PR has a bit more complicated structure and can be divided to external and internal PR (Pelsmacker, Geuens & Bergh 2010, 344-350).

Internal PR is mainly targeted to the employees and their families. The main goal of internal PR is raising the awareness about company's activities among employees (Smudde 2016). Smudde (2016) believes that any company should appreciate the philosophy "Family first". In case of relationships within company, family is all employees, their families, and business partners. It means that all important news/innovations are announced to "family" first of all, and "family" is always aware of the recent activities happening in the company. It helps employees be the first people to accept innovations and sincerely forward it to clients. Also internal relationships are really important for all employees to understand common mission, vision and culture. Internal PR is an essential part for salespeople, because the clear understanding of

company's culture and goals makes their performance and communication with clients more efficient.

The growing globalization, diverse workforce, and importance of technologies boost the interest in internal communication. There are many ways to implement internal PR, like storytelling, videos, analytics, and so on. Modern technologies give companies a great opportunity to realize internal PR with the help of real-time sharing, internal social networks, and social software. Moreover, all of these tools are not expensive, so it is really easy for company to take care of internal PR, if they want to (Mirles 2016).

External PR is targeted to pretty broad audience, thus it can be divided into three categories: public affairs, financial PR, and media. Public affairs are aimed to build sustainable relationships with government and local communities. The main focus areas of public affairs are social and political life areas. One of the goals for companies implementing this type of PR is to keep an eye on latest trends in decision-making processes of strategically important stakeholders. In order to reach general public, companies use different types of publications, corporate advertising and annual reports. More aggressive way to build the relationships with governmental bodies is lobbying – putting efforts to urge government and local communities to make a positive decision about company's business on (Pelsmacker, Geuens & Bergh 2010, 344-350).

Financial PR strives to attract potential investor, finance consultant, bankers, and other shareholders, who can collaborate with company from the financial point of view. The main objective of this type of PR is to set up and sustain long-term money-raising relationships. Therefore, company should show the high level of confidence and truthfulness to target group. As well as in public affairs, corporate advertising, newsletters, and annual reports could be a great ways to communicate with target group (Pelsmacker, Geuens & Bergh 2010, 344-350).

The last type of PR distinguished by authors is media PR. Because of the growing importance of media as a communication mean, it is significantly important for companies to set up good relationships with different types of media channels, such as TV, radio and press. It will sustain the impact of creating a positive image and encourage favorable attitude to company. This kind of relationships can be visible from independent articles of journalists, feedback about product/service on radio and TC, and so on. The main instruments of PR with media are interviews, press kits, press conferences, and news releases (Pelsmacker, Geuens & Bergh 2010, 344-350).

### 3.4 Sponsorship

“Sponsorship can be defined as an investment in cash or kind in activity, in return for access to the exploitable commercial potential associated with activity” (Meenagan 1991, 35). Sometimes it is quite difficult to differentiate sponsorship from advertising, because both targets to raise brand awareness and deliver positive message to the target group. However, there are certain significant differences between them. Firstly, in the advertising company chooses when, where and how the message will be sent, while sponsorship sends more indirect and less explicit information. It lowers the control over the message, but at the same time it creates less cluttered promotion. Secondly, advertising is using visuals, vocals and environment to deliver proper information, while sponsorship is a mute and non-verbal mean of communication. Furthermore, there is a difference in the stage of paying customer’s attention. Advertising is the most effective tool to create awareness, while sponsorship is not that much effective to get customer’s attention. But, if companies succeed to make target group involved into the sponsored event, it can create a long-term positive image for company, based on the experience from event (Pelsmacker, Geuens & Bergh 2010, 369-370). More than that “sponsorship must be clearly separated from advertising, must not contain advertising messages or calls to action and must not encourage the purchase or rental of the products or services of the sponsor or a third party”(Globe Business Media Group 2016).

The importance of including sponsorship to the MC mix is incredibly growing nowadays. There are some theories, explaining why sponsorship works so effectively. Congruity theory of Watson & Watson (2001, 439-445) tells that people best perceive and remember the messages, which are consistent with their expectations. In other words, if the sponsorship is applied properly according to the expectation of certain target group, the information about brand is recalled easily. Cornell and Maignan (1998, 1-21) state that the effectiveness of sponsorship can be explained by the “exposure effect”, when person develops his preferences based on things, which are related or familiar to him. So, if potential customer participates in the sponsored event he likes, he will most likely choose prefer the sponsor brand in future rather than unknown, as he is already familiar with it.

#### 3.4.1 Types of Sponsorship

Sometimes it seems that sponsorship is quite obvious and simple MC tool, however, there are different types of sponsorship. It is significantly important for company to analyze all of them and choose the one which fits company’s objectives and capabilities

the most (Pelsmacker, Geuens & Bergh 2010, 379-381). This chapter describes the main types of sponsorship.

One of the most traditional types of sponsorship is event-related sponsorship. Usually it is deals with sport and art related event, and sometimes with rock/pop music concerts. This kind of sponsorship is really cost-efficient, comparing to advertising because it is able to reach really broad audience. If company chose a right event, taking into account target audience's interests, it can definitely deliver a positive message to people's minds. For that reason, it is highly important to analyze the target audience and define the most suitable event: it can be anything from opera to football. Company can support the event not only by cash, but also by providing a venue for event, inviting the artist or providing the event with the free of charge service (Copley 2004, 308).

Event sponsorship has quite many advantages. First of all, it is one of the most effective ways to raise brand awareness and create a positive image of company. Also it helps to build the relationships with both clients and partners. But there are some disadvantages of event-related sponsorship, which should be taken into account. There is always a risk to choose strategically incorrect sponsee. For example, when company sponsors a sport celebrity, and strives to be associated with this person, the personal life of this individual can influence the company's image. Anything, like scandal, can easily happen, and can create a negative image to the company closely connected with this person. Furthermore, the large sums of money spent on sponsorship, can cause misunderstanding of employees, who is not involved into marketing strategy. Finally, if it is sport event, and company is sponsoring the team, it can happen that some of the prospects are the fans of opponent, so it can estrange them from the brand (Pelsmacker, Geuens & Bergh 2010, 379-381).

Nowadays the more phenomenon type is a broadcast sponsorship, which occurs when company sponsors some program, weather forecast or the show. If the program is chosen correctly for the target group, this kind of sponsorship can bring the incredible results, for example increasing the number of loyal customers and attracting new clients. However, it can work the other way round, if the wrong channel is used. Obviously, the stronger the connection between program and customer is, the more effective the sponsorship will be (Millward Brown 2016). One of the main advantages of broadcast sponsorship is that it reaches probably the widest audience. However, it is the most expensive type of sponsorship, because of the third independent party – media (Koekemoer 2004, 472).



Another kind of sponsorship, which is pretty similar to charity, is called cause-related sponsorship. It can be related to one of the oldest forms of sponsorship, as centuries ago rich people have started donating the money to the organization, events interesting them or individuals. However, there is significant difference between charity and cause-related sponsorship: sponsorship is a part of marketing communication strategy, so it targets certain aims, while charity is done sincerely without looking for any avail. Sponsoring the schools and hospitals are the typical examples of cause-related sponsorship. Even though this type of sponsorship aims to create brand awareness as well as previous, the main objective of cause-related sponsorship is building a company's image. Studies showed that pretty much consumers are taking this kind of contribution into account when making a purchase decision. Indeed, buying from such companies gives opportunity for customer to contribute to the good causes indirectly as well, what creates the positive emotions after purchase is made (Pelsmacker, Geuens & Bergh 2010, 379-381).

Finally, there is an ambush sponsorship – “the association of an organization with an event without being an official sponsor” (Copley 2004, 308). Sometimes with the help of media companies create an image in audience's minds that they are strongly involved into sponsoring the event, although their extent of involvement is quite small. It can happen when company sponsors only one player or one team of the championship, but still gain a lot of visibility. There is pretty slight board between ambush sponsorship and low violation. That's why sometimes official sponsors of event try to get the exclusive coverage license and forbid the “ambushers” to use the same event. So, companies should be really careful, when trying to apply this way to achieve their marketing communications goals (Copley 2004, 308-309).

### 3.4.2 Objectives of Sponsorship

It was already mentioned earlier that sponsorship is not a charity, so it is used by companies as a MC tool to reach the certain marketing objectives. The first possible objective is to shape audience attitude by creating a positive brand image. Events are the great place to generate a positive perception about the brand. Secondly, company strives to drive sales with sponsorship activities. This objective can be usually visible in a long run. However there is a way to raise the sales at the point of event: for example, if it is a beverage brand, company can both sponsor the event and sell the products there. Also sponsorship allows companies to get a wide publicity in different types of media. Positive publicity has a great impact on building brand awareness (Friedman 2016).

Fill (2009, 603) relates building brand awareness and positive brand image to the primary objectives of sponsorship. Also he adds development of customers' loyalty to the primary goals. If target group is involved into sponsored event, it will definitely, increase their brand loyalty, even though they will not realize that. Furthermore, Pelsmacker, Geuens & Bergh (2010, 376-378) mention the employee-related objectives. Sponsorship helps to boost employees' motivation, because of the goodwill in society increases their pride of place the work in. In addition, sponsorship contributes to the recruitment process, as more people get know the company. Besides, sponsorship helps to build good relationships with general public and partners. The invitations to the football match or golf game, sponsored by company, shows hospitality and the attentive relation to the person. The informal context relates a perfect environment to create trustful long-term relationships. Finally, sponsorship is a great tool to showcase the commitment to the particular lifestyle. Companies can express their individuality and send a specific message to the narrow target group through the chosen event (Business Baylor 2016).

### 3.5 Advertising

Advertising is believed to be one of the most traditional and one of the oldest instruments of MC mix. Advertising allows companies to send variety of messages via different channels: it could be a motivation for prospect to make a purchase, to enquiry about company's service, to remember the brand, and so on. Also company can reach a huge audience by advertising if needed and create a brand awareness in the effective way (Fill 2009, 483).

However, B2B advertising requires a bit different approach than traditional B2C advertising. Some people describe B2B ad as a "heavy, ponderous, deadly serious and boring". The reason for this description is because business advertising supposed to be less emotional and more factual and rational. It usually involved filed specific data and technical aspects of product/services, because of the complex decision-making process happening in B2B environment (Pelsmacker, Geuens & Bergh 2010, 242).

Zimmerman & Blythe (2005, 231-233) differentiate following roles for the advertising in B2B context. First of all, advertising is a good tool to create a favorable foundation for personal selling activities. It is much more easier for salesperson to build a relationships with prospects, when company already known and has a brand image. Secondly, advertising is a instrument to communicate inaccessible key persons. Sometimes personal selling, trade fairs and PR activities reach one of the influencer. Advertising is targeted to a wide audience, so the chance message to be heard by right person is quite

high. Furthermore, in B2B it is sometimes difficult to distinguish all influencers, so MC activities can be targeted to not all of key people. Advertising reaches the unknown audience as well. Finally, advertising helps to keep company "fresh" in consumers' minds. It required lots of resources to realize personal selling or PR on daily bases, so customers' may forget about the company and do not pay attention to the latest company's news. Advertising supplements field sales communications during the time, when other MC tools are not used.

### 3.5.1 Differences and Similarities between B2B and B2C Advertising

As it was mentioned earlier, business advertising differs from advertising targeted to customers, because of the complex decision-marketing process. According to Fill's involvement theory (2009, 177-180), business customers are "high-involved", because of the high risk and deep understanding of industry. So business advertising should satisfy customers' need in special approach. Therefore, it is highly important for companies operating in business markets to have a clear understanding of what makes B2B advertising different from traditional B2C approach.

One of the main differences between B2B and B2C advertising is that business ad should give more in-depth information, rather than using emotional appeal. In B2B It is extremely important for the potential customers to know product/service features in an easy way to save time spent of decision-making process. For business clients the decision to purchase is logical, so the logical motivation to buy should be shown in the advertising (Lake 2016).

Besides, as business market is aimed to a specific target group, the choice of effective communication channel is the issue, which significantly differs business advertising from consumer advertising. In B2B ad channel options are pretty limited, because of the narrow audience: traditional TV, banner, and radio ads can be not effective. That's why industry related magazines and newspapers are believed to be one of the best instruments, which can easily reach the potential customers. Also company could spread the brochures and other printed materials to the prospects to get more information about the product/service and make an enquiry if they want to. Another favorable channel for business advertising is company's webpage. When client is interested in particular service, he will most likely check the webpage of needed company. This putting the promotional materials to webpage is a great chance for B2B companies to deliver the marketing message (B2B Marketing 2016).

Although business advertising requires special approach, there are some similarities between B2B and B2C ads. First of all, companies should not forget that whether advertising is targeted to individual or to another company, there is always a human element in both cases. It means that even though business advertising should be factual and rational, sometimes there is a place for more emotional appeal to create brand awareness, to capture the interest, and to create a great after-purchase attitude. Secondly, regardless of technical and industry-related content, business advertising should not be boring – there is a room for creativity, as long as context and channel suits the world (Pelsmacker, Geuens & Bergh 2010, 242-244). Boundless.com (2016) also mentions the fundamental principles of marketing, which are common for both types of advertising: any advertising should take into account the current needs of the target market, and to create a value-based contact, which will be meaningful to prospects.

### 3.5.2 Online advertising

It goes without saying that modern communication is moving toward the e-world, and lots of business activities are happening online. It means that companies should take it into account and adapt their MC strategies to this fact. Thus online advertising is an integral part of any advertising campaign. Techopedia Inc (2016) defines online advertising as "a marketing strategy that involves the use of the Internet as a medium to obtain website traffic and target and deliver marketing messages to the right customers." In other words, online ad is a MC tool, which is taking place in the digital world.

There is a number of reasons to include online business advertising to the MC strategy. Firstly, it is a great option for companies, which could not deliver physical advertising to the clients. Lots of B2B companies operate with foreign clients, so online ad is a chance to reach them regardless of distance. Secondly, there were significant developments in digital space over the past decade, and companies do not miss the change to take advantage of it, and the competitors are not an exception. So, companies cannot afford not to be online, if they want to be competitive and customer-friendly. Thirdly, for the prospect, who has not done any business with the company yet, online advertising is a first impression, which either sets a positive image about the company or not. If a potential customer faced with good online advertising, it makes the further face-to-face easier, because there is already a positive attitude from the customer's side. Finally, online advertising can be easily fitted to the company's budget, because the expenses can be both high and low, depending on the channels and methods (SMM 2016).

When company decides to use online advertising, it is highly important to place it in the right channel, where potential customers can easily reach it. ClickZ Group (2016) suggests several effective channels for B2B online advertising. The first option for advertising placement is social network Facebook. Facebook has an amazing option to target the ad, using keywords in users' profiles. For example, if the ad should reach a marketing manager of company operating in engineering, you can filter the users by these parameters and make an ad visible only for needed audience. The second media, widely used by businesses nowadays, is a network LinkedIn. One of the objectives of this network is to build up professional contacts. So, users are primarily interested in new opportunities for their business or for themselves. It makes LinkedIn a great place to put advertising in. Thirdly, there is an online instrument called behavioral targeting. This tool is following up people's online activities and target the advertising, based on their interests. For instance, if user has checked company's webpage several times, it probably means that he is interested in company's operations, so company can make online advertising visible for him in different online media.

### 3.6 E-communication

E-communication (electronic communication) "refers to the transfer of writing, signals, data, sounds, images, signs or intelligence sent via an electronic device" (Ask 2016). In other words, it is a form of interaction between people, which takes place in the digital world, for example in the Internet space. Pelsmacker, Geuens & Bergh (2010, 554-562) believe that the growing importance for high level of interactivity and the significant penetration of Internet and mobile devices are the reasons for including e-communication to any B2B company's MC mix. Even though, e-communication partly substitutes the real life communication, so it has lots of objectives, it is always beneficial for companies to determine the key MC objectives they want to reach via e-communication with target audience.

There is number of e-communication objectives, which companies strive to achieve by doing business electronically. Firstly, e-communication is a great way to generate brand awareness. Secondly, e-communication helps companies to shape the desired brand image easily. Surveys showed that e-mail marketing, online advertising, and online deals are one of the best ways to create a good brand image. Thirdly, online communication tools gives an opportunity to involve more customer to the trial phase, because most part of e-communication tools strives to catch person's attention and attract him to get more information about the product/service. Finally, e-communication perfectly suits for creating a customers' loyalty. Because of regular access to the means

of communication, company is able to deliver an outstanding customer support and increase customer's satisfaction (Pelsmacker, Geuens & Bergh 2010, 554-562).

Marketing Teacher (2016) differentiated 4 main channels used in the digital communication: social media, e-mail marketing, display advertising, and search engine optimization.

Social media is one of the most important online marketing communication channels nowadays. Callidus Software Inc. (2016) states that "B2B decision makers are increasingly spending more time on social channels. Social media advertising is one way to engage with prospects, create awareness and top of mind recall for your brand." However, there quite many social media networks nowadays, and it requires plenty of time to sustain an active company's profile, to have an continuous conversations with target audience, and to prove users with recent company's news. So, it is important for companies to choose the set of social media they should focus on to reach the target group.

One of the most useful social media channel for B2B companies are LinkedIn, Facebook, and Twitter. LinkedIn is a social network for all professional around the world. This platform gives a great opportunity for business advertising to generate more leads. There is an option to have conversation with potential customers and partners, and to target the advertising or business request. Another extremely popular social network - Facebook - can be used not only for B2C advertising, but for B2B promotions as well. Facebook suggests option for display ads, sponsored apps, and promotion posts. It is great that using Facebook as a platform for ad, company can target message to the specific group of users, based on their age, geographical location, the industry, company, etc. Another useful social platform is Twitter. Twitter is a great place to post information about company's activities, new products, news, etc. It is also possible to place the advertising in Twitter and target it to the certain users (Callidus Software Inc. 2016).

The next e-communication channel is e-mail marketing. "While blogs and social media are winning larger and larger portions of B2B marketing budgets, email marketing remains an important and cost-effective solution to drive lead generation efforts and build long-lasting relationships with clients" (HubSpot 2016). E-mail marketing is a amazing channel for the targeted and personalized communication in order to provide customer with recent information about company, to promote the product, to generate more sales with the help of "call to action" strategies (Fire Alarm Marketing 2016).

Display advertising is a method to encourage customer to visit company's website. The examples of display advertising are pop up banners, paid ad, and video ads. It should be admitted that this mean of digital advertising is quite annoying and not always perceived by potential customers in a nice way. So, companies should think of the ways to reduce the irritation and to "pull" customer to the websites, offering the valuable content. Search engine optimization (SEO) is a good substitute to the aggressive display advertising. SEO focuses on making company's website to be visible in the search engines, when person is looking for the particular type of products or services (Marketing Teacher 2016).

## 4 RESEARCH

This chapter is focused on the practical part of the study. It describes the case company and the MC mix used in company, the methodology applied for the research, research process, and the limitations of used methods.

### 4.1 Description of the Case Company and Marketing Communication Mix

Charles River Discovery Research Services Finland (Charles River Finland or CR Finland) was chosen as a case company for the research. CR Finland is a branch of B2B organization Charles River Laboratories, which is specialized in preclinical research for the drugs development in order to "deliver safe and effective therapies to patients". Company was founded in 2000, as a small entity called Cerebricon. However, in 2009 it was acquired by Charles River Laboratory, and became a part of international organization, which counts about 10000 employees in 15 countries around the globe (LinkedIn Corporation 2016).

CR Finland offers discovery services and studies replicating a wide range of neurological and psychiatric diseases in various rodent strains to support the pharmaceutical, biotech, and academic sectors in their Central Nervous System (CNS) drug development and medical testing programs (Charles River Laboratories International, Inc. 2016). There are 110 employees working in CR Finland, 80% of those are scientists with different specializations and laboratory technicians (Ruuskanen 2016).

Previous chapter revealed the main idea of MC tools used in B2B MC mix. Based on gathered theoretical background, it is possible to get the picture about the MC tools used in the case company. The following description is based on the interview with CR Finland's marketing specialist, who is taking care of all marketing activates in the company.

One of the most strategically important MC tools in CR Finland is personal selling. Company has 3 salespersons, who also perform as a key client managers. These employees are exploring new leads, taking care of client's orders, promoting new services, discussing the recent projects, and providing customers with the attentive follow-up. They have frequent business trips to the client companies around the world and are hosting the clients then they come to see the equipment capabilities and discuss the offered services with the whole team. On the daily bases, tele- & web-conferences, and e-mails are used to follow up the business (Remes 2016).



Furthermore, company is actively participating in different kinds of trade fairs and exhibitions, in the biotechnology industry it is more appropriate to call them scientific meetings. The objectives usually depend on the type of meeting, on company's current marketing goals, and on the meeting's attendees. However, it is possible to determine the main objectives company strives to achieve. Firstly, company strives to get revenue, by implementing the selling on the event. Secondly, it is really important for company to generate new contacts and get new prospects on the exhibition/meeting. In some cases, CR Finland targets to the branding objectives, like increasing visibility, and boosting the brand awareness. Finally, company takes part in the exhibitions and scientific meeting to gain prospects' trust. Sometimes they are presenting the collaborative projects with the clients on these events. If client is a big player in the market, it increases CR Finland's image, from the marketing point of view (Remes 2016).

The next MC tool used by CR Finland is PR, they use both internal and external PR activities. Internal PR is targeted to create employee's awareness and to build reliable relationships within company. One of the main internal activities is the general meeting, which happen quarterly. Specialists of different departments reveal the data about company's activities and answer employees' question related to company's business. There are the events to increase the awareness about the industry, for instance "The Longest Day" is organized in order to educate employees about Alzheimer's disease, and "Pink Day" is devoted to the breast cancer, and promotes the learning materials about this disease for all people inside company. Also there are activates targeted to entrain the staff and to create a friendly atmosphere, like corporate parties and monthly small free rewards. The external PR is used not really often, because there is no need for that from marketing point of view. There are newsletters sent to the broad audience, but it is more related to the advertising, because it is still targeted to the potential clients, rather than government, investors, and stakeholders (Remes 2016).

In addition, company is involved into sponsorship. CR Finland is a sponsor of few local sport teams – football team KuFu and American football team Steelers. This kind of sponsorship is done to build the brand awareness, however building the awareness is not the main goal. Usually company chooses small instead of well-known teams, which are really in need of financial supports. So, cause-related reasons are aimed in the sport sponsorship. Cause-related sponsorship is more attractive for CR Finland. Company takes part in the several of such sponsorship activities. For example, they donated clothes and sport equipment to the African children, who dream to play football, but have no resources to do that. Also company sponsored local organization Invalidiliito, by

providing the educating literature about different kinds of disabilities for all of the community members. It helped people with disabilities to understand each other better and to live together, helping and supporting each other. Besides, CR Finland sponsored a local university with the money for gift cards for the competition between science students. Company believes that sponsoring could affect company's image as an employer among the students, who might become employees in future (Remes 2016).

Advertising is used by company pretty rare, and supposed to be one of the less important MC tools, but still in some cases the contribution it gives is great. For instance, it is really appreciated in the scientific industry to be published in the well-known business magazines. So, employees strive to get their articles in some magazines. Also company sometimes uses online advertising, like banners, to attract people to the webpage. But they place it only in the industry related websites, and only when they see that user is interested in the services provided by company, so no pushing at all (Remes 2016).

E-communication is a big part of CR Finland's daily activities, like e-mails, online meetings, data sharing, and so on, are the integral part of company's business. Also company is present in the social media channels. LinkedIn is the main area of company's online promotions. The information about new services, upcoming webinars, newsletters, and exhibitions is always promoted to the target audience in LinkedIn. Facebook is used as a place of advertising as well, but company uses it less often than LinkedIn, because in Facebook it is harder to target the message to the specialized audience. So, Facebook is a great place to put the promotions to the employees, as well as Twitter is (Remes 2016).

Each of the described MC tools has a unique impact to CR Finland's operations, and each of them helps to gain certain MC goals. However, we should admit that the most effective way to get the desired results is to use tools in a MC mix (Remes 2016).

## 4.2 Research Methodology

This research is devoted to the CR Finland case, and its purpose is to analyze the correlation between certain MC tools and the business performance variables.

Although company is using all of the MC tools described in previous chapters, it would be quite demanding to use all of them for the research, because each of them requires attentive data collection and specific analysis. For that reason, author decided to choose 2 MC tools to be analyzed. From the CR Finland's marketing specialist's point of view,

the strategically most important MC tools for the company are personal selling and exhibitions/scientific meetings. Specialist believes that they bring most part of the leads and help to sustain great relationships with existing customers. So, it was decided to choose them for the research, as the results can provide company with the understanding of actual importance of these tools.

The criteria of measuring personal selling and exhibitions & trade fairs are the numbers of activates happened monthly in 2015. Personal selling is quite board practice, involving meetings with clients, daily follow up activates, calls and e-mails with clients, and so on. Most part of these activities is quite difficult to measure, because they happen on daily basis, thus number of face-to-face meetings (sales trips and client's visits) was chosen as a variable for personal selling activities. Face-to-face meeting is one most fruitful part of personal selling, so number of them can give quite accurate conclusions. Participation in exhibition is more measurable, because there are not that many events happening monthly. So, monthly number of exhibitions/scientific meeting, where company took place, was chosen as a variable for exhibitions & trade fairs activities.

For the business performance variables, it was decided to focus on number of orders made each month, and monthly number of new clients, who made an order to CR Finland for the first time. These variables were chosen, because in the opinion of marketing specialist, they are the most important from marketing point of view, and they are able to show the general picture of business performance.

Besides, it is important to notice that research was devoted to year 2015. It was assumed that this year is able to show the most recent results, which took place in the modern economic and political circumstances. Perhaps, one year is quite small time period to implement the research, but it would be really challenging to take more years into account, because of the unstructured data bases, and absence of employees who were with company for the past years.

The main research methodology used for the study is quantitative research, specifically the Pearson Product Moment Correlation (PPMC) analysis. PPMC "is a measure of the strength and direction of association that exists between two continuous variables. The Pearson correlation generates a coefficient called the Pearson correlation coefficient, denoted as  $r$ " (Lund Research Ltd 2013). "The correlation coefficient can range in value from  $-1$  to  $+1$ . The larger the absolute value of the coefficient, the stronger the relationship between the variables" (Minitab Inc 2016). In other words, perfect

correlation is 1 or -1. The correlations equals to 0 show that there is no correlation between chosen variables. The sign of correlation determines the direction of relationship between variables. Positive sign means that the higher one variables is, the higher another variable becomes. And in the opposite way, the more increased one variable is, the lower is second variable (Minitab Inc 2016). The correlation higher than +0.30, but lower than +0.50 supposed to be weak; correlation higher than +0.50, but lower than +0.70 is moderate; correlation higher than +0.70, but lower than +1 is believed to be strong. The same happens with the negative correlations: lower than -0.30, but higher than -0.50 is weak; lower than -0.50, but higher than -0.70 is moderate; lower than -0.70, but higher than -1 is strong (John Wiley & Sons, Inc. 2016).

The reason why Pearson correlation was chosen for the study is that it allows finding an answer on the main research question: "What is the correlation between number of certain MC activities and business performance variables?"

Furthermore, the qualitative research was used to understand the reasons for the results. In order to do that, one of company's sales representatives was interviews. The list of interview questions can be found in the Appendix 1. Author supposed that salesperson's experience can give a deep understanding of why this of that correlation occurred.

#### 4.3 Research - Data Analysis

First of all, data needed for research were gathered. Table below presents the monthly results for numbers of face-to-face meetings, participation in exhibitions/scientific meetings, orders and new clients in 2015. Also numbers of orders and new clients in first 2 months of 2016 were collected to implement the correlation of result with 1 month difference.

TABLE 1. Charles River's monthly data for analysis.

Month/Year	Nº of F2f meetings	Nº of Exhibitions	Nº of Orders	Nº New Clients
January 2015	3	0	28	1
February 2015	1	1	41	6
March 2015	1	1	26	3
April 2015	1	0	42	0
May 2015	6	0	39	4
June 2015	5	1	37	4

July 2015	2	0	25	5
August 2015	3	1	22	8
September 2015	8	4	49	3
October 2015	0	2	15	5
November 2015	1	2	42	0
December 2015	5	0	20	5
January 2016			30	1
February 2016			42	5
Total	36	12	458	50
Average	3	1	33	4
Max	8	4	49	8
Min	0	0	15	0

Then with the help of Pearson correlation, the correlation between each variable was found. Results of Pearson correlation are shown in the Appendix 2. Correlations between numbers of F2F meetings, participation in exhibitions/scientific meetings and numbers of orders and new clients were picked out for the research. They are presented in the table below.

TABLE 2. Correlations between numbers of MC activities and business performance variables the same month and with 1 month difference.

MC activities	Same month		+1 month	
	Orders	New clients	Orders	New clients
F2F meetings	0.353	0.106	-0.361	0.256
Exhibitions	0.350	-0.031	-0.436	-0.093

The results show that there are weak and moderate relationships between variables. According to the interview with CR Finland's sales representative, it is not a frequent case when face-to-face meetings and exhibitions have an immediate influence on business performance variables. The reason for that is a long purchase-decision making process, which is caused by the complicated natures of products and services company offer. CR Finland sells not a product which is possible to buy and use immediately, but they suggest the long-lasting projects. So, usually communication with clients before getting an order, especially when it is the first order from the client, takes months.

It can happen that company gets orders or new clients staring after face-to-face meeting or exhibition/scientific meeting took place, but usually it means that company was on the final point of communication with client. So, it was assumed, that weak and moderate correlations were caused by specific characteristics of communication process in the industry. However, although correlation is weak, it is not equal to 0, thus it is still possible to make the conclusions about the relationships between variables with each other.

Correlation between face-to-face meetings and number of orders is positive, and quite moderate for the same month results. In contrast, relationship between number of face-to-face meetings and next month's number is negative. It means that personal selling activities (face-to-face meetings in our case) have influence on number of orders company gets within same month, when meeting happened, and almost does not influence next month's results. In opinion of CR Finland's salesperson this results are quite difficult to predict, because in each case it depends on the stage of communication. So, if the results of 2015 gave a moderate correlation between number of face-to-face meetings and number of orders within same month, it means that clients and company were pretty close to signing a deal already at the point of meeting.

Furthermore, number of face-to-face meetings has a really weak effect on number of new clients both within same month and next month. Company's sales representative believes that it is easier to convince existing client that CR Finland's service can be useful for him, than to sell anything to potential client. There is no doubt that face-to-face meeting contributes to the long decision-making process, but it doesn't affect the needs of clients in particular service.

Table 2 demonstrates that correlation between number of exhibitions and number of orders within same month is relatively significant. According to the interview with CR Finland's representative, primary goal of exhibitions and scientific meeting is to raise the awareness, what gives an affect to boosting the number of orders and attracting new clients, but does not influence these variables neither immediately nor the next month. However, it was said that exhibitions are the great place to have a face-to-face meeting. So, it is quite difficult to differentiate exhibition from face-to-face meeting in terms of getting orders. Probably that is the reason for almost the same correlation results with number of orders.

However, there is a weak negative correlation between number of exhibitions and number of new clients both within same month and next month. It means that

participation in exhibitions and scientific events does almost not affect the number of new clients in a short timeline. Moreover it was mentioned by salesperson, that number of new clients also depends on the type of event. For example, one of the major scientific conferences – SFN – usually brings lots of new contacts. In 2015 SFN took place on 17-21 of October. Table 1 show that one of the highest results for number of new clients occurred in November 2015 – it was 1.2 times higher than average result. It proves that data significantly depend on type of event and circumstances of particular month.

Moreover, sales representative suppose that monthly results sometimes depend on the season the MC takes place in. It was assumed that January, December and summer months are quite smooth, while autumn and spring usually are pretty dynamic. Indeed, according to Table 1 January, December, July and August were really calm in terms of happened activities, what probably caused relatively low numbers of orders in these months. But it did not affect the numbers of new clients.

Finally, in order to have a full picture of relationship between variables, the analysis of min and max values were. Table 1 reveals that the maximum number of face-to-face meeting occurred in September 2015, as well as the maximum number of exhibitions took place in September 2015. As a result, we see the highest result of orders made in September 2015. It can be explained by the fact that exhibitions are closely tied with face-to-face meetings – lots of face-to-face meeting happens during the events, when many companies are located in the same place and have an easy access to each other. It means that these two MC brings the best results for number of orders together. Besides, the minimum number of face-to-face meetings, occurred once in October 2015, could cause the minimum number of orders, happen in the same month.

However, maximum number of MC activities did not bring high results for number of new clients, meaning that these activities are not a critical factor for getting the orders from new clients. More than that, the average number of face-to-face meetings and exhibitions caused a maximum number of new clients in August 2015.

#### 4.4 Limitations of Research

As it was mentioned in previous chapter, the results of data analysis showed that most cases there is a weak correlation between variables. The possible limitations of research were discovered to explain not significant result.

First of all, the specific nature of industry and provided services cause a complicated decision-making process. In other words, the communication with client before he makes an order usually takes months. Therefore, it is quite difficult to indicate the most influencing factor and point of communication. It goes without saying that both face-to-face meetings and participation in exhibitions contribute to the number of orders and number of new clients. But defining at what extent they contribute and after what time this contribution can be measured is externally difficult.

That fact that personal selling activities and participation in the scientific events are mixed in many cases and sometimes happen together makes things even more challenging to analyze. It is possible to differentiate face-to-face meetings taking place out of exhibitions. But the information about meetings during the exhibitions is not recorded anywhere, what means that for crystal accurate results number of exhibitions cannot be taken as a separate MC tool.

Furthermore, numbers of activities happening in the company are quite general data. They give a picture of the scope of business, but they do not provide us with the details information. For instance, if we analyze the exhibitions, it would be useful to have a look not only on number of exhibitions, but also on the type, scope, attendees, location of exhibition. There are some small local events with about 200 attendees, and there are huge international events with 30 000 of attendees. It does without saying that they contribute differently to the business performance.

It would be also useful to know which type of client salespeople had face-to-face meeting with: was it prospect or existing client, at what stage of communication the meeting happened, and so on. It would give more depth understanding about the effect on number of orders and number of new clients.

Finally, one year is a pretty short time period was chosen for research. It was chosen because of the certain reasons, but if more years would be analyzed, it could give more accurate image about company's performance. Also it would be useful to make an investigation of the year for the industry. It could happen that some years are more challenging for industry, because of the economic, social and political situations in the country or in the world. However, this kind of extra investigation is not really applicable for this work's scope of research.

To sum it up, the described research has a big room for improvements. It could be improved by more details investigation of each event and meeting happed in a month.



Also the deeper interview with salespeople could reveal the flow of communication with clients during certain activates. However, it would require the major involvement of Charles River's employees to the research process. Finally, more business performance variables and more MC activities could be analyzed to find the difference between correlations and to have a full picture.

## 5 CONCLUSION AND DISCUSSIONS

To sum it up, MC mix is a set of tools, which company use to communicate with their target audience. Each of the tools has unique features and characteristics, which allow reaching the particular MC goal. For that reason, it is highly important not to differentiate them, but to use as one integrated system to achieve more results. In case of CR Finland, 6 MC tools are applied in order to communicate with the audience in the most effective way: personal selling, exhibitions & trade fairs, PR, sponsorship, advertising, and e-communication. Personal selling and participation in exhibitions were distinguished as the core ones, because they are believed to be the most strategically important for the company from marketing point of view. So, actives of these 2 tools were used for the research, where the correlations between them and numbers of orders and new clients were analyzed.

In conclusion of the research part, it can be said that because of the number of limitation correlations between chosen variables were quite weak. However, it did not prevent from drawing the general picture about relationship between MC activities and business performance variables. One of the main discoveries is that both face-to-face meeting and participation in exhibitions bring more results within same month, rather than next month. However, although face-to-face meeting and exhibition motivate clients to do orders and prospect to become the clients, in most cases it depends on the stage of communication.

Moreover, results of correlations showed that number of orders is the variable, affected most of all by both MC activities. The correlations between number of orders within one month and numbers of face-to-face meeting and exhibitions were approximately the same, meaning that these MC activities have almost the same influence. Also it was supposed that the reason for the same affect is that these MC activities are closely related to each other, sometimes even happening at the same time. It was proved by the fact that maximum number of orders company received in 2015 occurred in a month, when company held maximum number of face-to-face meetings with clients and participated in maximum number of exhibitions.

Number of new clients is a variable, which has almost no correlation with any of chosen MC activities. Thus it can be assumed that number of new clients depends on other MC tools, than personal selling and participation in exhibitions. For instance, online marketing and PR activities can be more valuable motivation for potential clients to make a first order. It means that if CR Finland wants to increase the number of new

clients in a month, they should put more attention on other than personal selling and exhibitions tools.

Finally, it is important to describe the flow of research from author's experience point of view. From the one hand, research was quite challenging for several reasons. Firstly, one of the chosen for research MC tools – personal selling – is quite difficult to measure. The reason is that personal selling includes various activities happening on daily bases, like e-mails and calls with clients and prospects. That's why face-to-face meetings were chosen to present personal selling as MC tool, although picture could be not full enough because of that.

Secondly, gathering data was not an easy task as well. The case company has some data bases, but most of them are pretty unstructured, so most of the monthly data was collected manually by counting the numbers of needed activities. Moreover, some data required the help of employees to be collected. In that sense the problem was that some of employees have changed their position or workplace, so it was not possible to have a conversation with that. These facts significantly limited the time period of research, so only one year was used to analyze the correlations between variables.

Thirdly, detailed conversation and interviews with salespeople were required to understand the practical flow of personal selling and participation in exhibitions and the reasons for certain results. Even though several interviews were held, and they were extremely useful for study, it was not enough for really accurate research. However, nothing could be changes, because salespeople were quite busy and were out of office because of business trips pretty often. So, it was a bit difficult to schedule a conversation with them, although interviews were really structured and did not take a lot of time.

But from the other hand, all these challenges contributed a lot to author's experience. Difficulties with research helped to develop the flexible way of thinking and critical analysis of current situations. Problem-solving skills were one of the most important ones during research data gathering. Besides, experience of communication with the case company's employees contributed to ability of being well-organized and confident. Moreover, the research part helped author to know more about the case company, and also shoed demonstrated author's interest to company's representatives. This could be really useful for the future career opportunities.

Furthermore, the theoretical part deepened author's knowledge about the subject a lot. B2B MC is quite different from the traditional B2C MC, so investigating the features of successful MC mix in the business market gave a priceless experience. Also studying each MC tool separately created a clear picture about each of them, thus the purposes of using each tool is clear now. In a combination with the practical part of research, theoretical study gave a great understanding of the subject.

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## **INTERVIEW WITH SALES REPRESENTATIVE**

**Interviewer (I):** What is the most frequent goal of having a face-to-face meeting with a client (or prospect)?

**Sales rep (SR):** Our business area is quite specific – we don't offer specific product, but usually long-term projects. For that reason, it's not possible to say that we sell product to the client. We do business only in case client has a need for the project and he came himself to make an inquiry. So, basically, our main goal is not to push selling, but to raise the awareness and explain product features in details.

In case of face-to-face meeting, usually they happen when we already had a communication with client via phone or email. So the primary goal is to deepen client's knowledge about our services, and with the help of that help moving the communication process forward.

Also face-to-face meeting makes the future communication significantly easier, because it is always more convenient to have an email conversation or teleconference discussion with the person you met and know.

**I:** How often does it happen that client makes an order right during the face-to-face meeting? If not often, does it usually take a long time for client to make purchase decision?

**SR:** This definitely can happen. But it is not the usual case. Face-to-face meeting can happen in the middle of purchase-decision communication or after order was done. It depends more on the circumstances, for example if we are having business trip to Sweden, we will always suggest our Swedish clients to schedule a meeting with us while we are there. But also it depends on the project needs. So, the situation of signing up a contract during face-to-face meeting is possible. But it is not the most frequent case, because usually the communication process takes months.

**I:** Do you more often have face-to-face meetings with existing or potential clients?

**SR:** I would say, half-to-half. However, it is definitely more difficult to set up a face-to-face meeting with prospect rather than with existing because it is more difficult to make him being interested and convince him that our service can be really useful for him.

**I:** In your opinion, what is the most effective way for prospects to know about Charles River?

**SR:** As I mentioned earlier, usually it starts from the need. If company is doing certain business and need to have a supplier or specific service (CNS discoveries in our case), then they start looking for the suitable company probably often "Googling" firstly. Charles River will obviously pop up in the search engine, when prospect is searching for the discovery services. Also, brand awareness works well in our case, because many prospects already know about Charles River

before doing any business with us. The reason for that is preclinical research industry is quite specific, and there are not thousands of big players in the market.

**I:** How do you think, does participation in exhibitions/scientific meetings boost number of orders company gets?

**SR:** This is pretty difficult to correlate, but I would say yes, it does. However, I don't believe it happens immediately. What we are doing during exhibitions is building the awareness, because we can't create a need for our service. So, people get to know us and company's service and remember us. Then they have a need for the specific service, probably they will contact with us and make an inquiry.

But it also depends on the event. For instance, there is a huge scientific conference called SFN (Society for Neuroscience), happening annually in October, which is considered one of the most important events for the Charles River. This event always brings many clients, because there are thousands of attendees there. As a result, we receive the orders for these clients, but it does not happen right after the event, the long-lasting communication process starts.

**I:** In the exhibitions/scientific meetings do you usually try to communicate with new clients or with existing ones?

**SR:** Actually, it is both. Of course meeting new clients is really important, exhibition is a great chance to show our capabilities and to make clients being interested in our service. Also it is always great to have a talk with prospects, who did the inquiries already, but with whom we did not talk face-to-face before. We usually try to set up a face-to-face meeting and bring more depth into our discussions.

**I:** Does it happen that client makes an order right during the exhibition/scientific meeting?

**SR:** It can happen. But usually the moment of closing the deal is a result of long process, which takes weeks or months. So if deal was closed during the event, it means that communication with client was already going for a long time. Besides, I should admit that face-to-face meetings always help to speed up the process.

**I:** Do personal selling activities (face-to-face meetings) and participations in exhibitions/scientific meetings relate to each other?

**SR:** Yes, they do. For example, exhibition is a great place to set up a face-to-face meeting. We meet lots of people and companies in these events, and it is easier to come to client company representative and suggest having a meeting to discuss service in details, than have a cold phone call, what will be most likely annoying. Also we have lots of face-to-face meetings during the event. Usually event takes few days or up to a week, and we always try to suggest prospects or exiting

## **Appendix 1 3(3)**

client to have lunch or dinner together or meet during the break to discuss the business. So, sometimes face-to-face meetings are the result of exhibition, where they were set up. Also both exhibitors and face-to-face meetings have the same main goal – to raise the awareness.

**I:** Are there any special circumstances which could influence monthly results?

**SR:** I believe there are. It is only my personal thought, but I noticed that season has an effect on the business performance. One of the most suit time is January – when in many countries people just came back from Christmas holidays, December, when there are lots of things to do before closing the working year, and summer time sometimes is not that much active, because most part of employees have their vacations. However, usually spring and autumn are pretty hectic, because people strives to make as many things as they could before leaving to summer/winter vacations. This shows the second page of the appendix.

## RESEARCH DATA FOR ANALYSIS

## Data variables of 2015.

	№ of Face-to-Face	№ of Exhibitions / Scientific meetings	№ of Orders	№ New Clients
Average	3	1	34,7857	3,85714
Std. error	0,7177	0,34816	3,21599	0,60996
Median	2,5	1	38	4,5
Mode	1	0	42	5
Std. Deviation	2,4863	1,20605	12,0332	2,28228
Min	0	0	15	0
Max	8	4	57	8
Sum	36	12	487	54

## Correlations between same month's results.

		Face-to-face	Exhibitions	Orders	New clients
Face-to-face	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	12			
Exhibitions	Pearson Correlation	,243	1		
	Sig. (2-tailed)	,448			
	N	12	12		
Orders	Pearson Correlation	,353	,350	1	
	Sig. (2-tailed)	,261	,265		
	N	12	12	12	
New clients	Pearson Correlation	,106	-,031	-,474	1
	Sig. (2-tailed)	,744	,924	,119	
	N	12	12	12	12

Correlations between results of +1 month difference.

		Face-to-face	Exhibitions	Orders	New clients
Face-to-face	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	12			
Exhibitions	Pearson Correlation	,243	1		
	Sig. (2-tailed)	,448			
	N	12	12		
Orders	Pearson Correlation	-,361	-,436	1	
	Sig. (2-tailed)	,248	,157		
	N	12	12	12	
New clients	Pearson Correlation	,256	-,093	-,495	1
	Sig. (2-tailed)	,421	,773	,101	
	N	12	12	12	12



